
pengjia liu

Strengths Insight and Action-Planning Guide

SURVEY COMPLETION DATE: 10-23-2018



DON CLIFTON

Father of Strengths Psychology and
Inventor of CliftonStrengths

pengjia liu

SURVEY COMPLETION DATE: 10-23-2018

YOUR TOP 5 THEMES

1. Restorative
2. Ideation
3. Competition
4. Self-Assurance
5. Command

What's in This Guide?

SECTION I: AWARENESS

A brief Shared Theme Description for each of your top five themes

Your Personalized Strengths Insights, which describe what makes you stand out from others with the same theme in their top five

Questions for you to answer to increase your awareness of your talents

SECTION II: APPLICATION

10 Ideas for Action for each of your top five themes

Questions for you to answer to help you apply your talents

SECTION III: ACHIEVEMENT

Examples of what each of your top five themes "sounds like" -- real quotes from people who also have the theme in their top five

Steps for you to take to help you leverage your talents for achievement

Section I: Awareness

Restorative

SHARED THEME DESCRIPTION

People who are especially talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it.

YOUR PERSONALIZED STRENGTHS INSIGHTS

What makes you stand out?

By nature, you give some clues of having an active mind. You may grasp certain opportunities to make specific aspects of your own or others' lives better. Instinctively, you heed the messages of certain public speakers. Some may force you to consider specific things you might do better. Chances are good that you sometimes gravitate to conversations in which intelligent, unemotional, and reasonable thoughts are freely exchanged. Perhaps these give-and-take sessions inspire you to consider a few things you need to upgrade, perfect, or raise to excellence. It's very likely that you occasionally attempt to overcome your limitations or shortcomings. Maybe you gain basic skills so you can do certain things without having to ask for help. Because of your strengths, you sometimes search for ways to do a better job of making sure all individuals know or abide by established rules, procedures, and guidelines.

QUESTIONS

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.

Ideation

SHARED THEME DESCRIPTION

People who are especially talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

YOUR PERSONALIZED STRENGTHS INSIGHTS

What makes you stand out?

Driven by your talents, you may decide that life is grand when you have more ideas to offer a group than anyone else. When you are excited about the details of an original thought, you might insist people give you their undivided attention. Sometimes your assertiveness surprises you as well as others. Chances are good that you sometimes feel comfortable sharing your original ideas with groups. Perhaps they welcome your innovations. Maybe they realize you suggest novel ways of doing things they would never have considered. Because of your strengths, you may have a knack for generating innovative ideas for certain types of projects. Perhaps you are attracted to endeavors in which things need to be made better or upgraded. It's very likely that you might engage in life with gusto. You sometimes approach assignments, tasks, projects, opportunities, or problems with a creative flair. You might take the innovative path rather than follow the traditional or tried-and-true ways of doing things. By nature, you are sometimes the team member who generates innovative ideas for programs, processes, enterprises, or assignments.

QUESTIONS

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.

Competition

SHARED THEME DESCRIPTION

People who are especially talented in the Competition theme measure their progress against the performance of others. They strive to win first place and revel in contests.

YOUR PERSONALIZED STRENGTHS INSIGHTS

What makes you stand out?

It's very likely that you now and then push yourself to be the best or to finish first. You might gain an advantage when you can dictate how the game will be played or how a project will be organized. Perhaps you prefer to be in charge of your work, studies, or life in general. By nature, you might feel more enthusiastic about your life when you can compare your results to those of others. Perhaps you are motivated by the image of yourself standing in the victory circle and being hailed as "the very best." Chances are good that you sometimes want to finish first or receive the top prize. In some cases, you might do everything you possibly can to be named the very best or the champion. Driven by your talents, you sometimes partner with others to earn the honors given to champions. Perhaps you enjoy being the team member who creates plans or coordinates the use of time, money, people, and/or other resources. Instinctively, you might yearn to capture the top prize or be the best at something. This partially explains why you reflect on what you need to do better to outperform, outproduce, or outscore everyone else.

QUESTIONS

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.

Self-Assurance

SHARED THEME DESCRIPTION

People who are especially talented in the Self-Assurance theme feel confident in their ability to manage their own lives. They possess an inner compass that gives them confidence that their decisions are right.

YOUR PERSONALIZED STRENGTHS INSIGHTS

What makes you stand out?

Driven by your talents, you are sometimes open to new experiences when they promise excitement. Perhaps you dislike being bored or having to do the same thing again and again. Maybe you are attracted to situations that provide a bit of variety or change. Chances are good that you occasionally assist your teammates by reducing the difficult-to-understand programs, rules, processes, concepts, formulas, or policies to their bare essentials. Instinctively, you sometimes consider ways you might enhance your ability to reduce difficult-to-understand ideas, processes, or plans to their most basic elements. Perhaps you seek opportunities to make things simpler and easier to comprehend. It's very likely that you may be regarded by certain people as realistic or unsentimental. Perhaps there are times when you want to do a better job of expressing your own feelings or allowing others to voice some of theirs. When necessary, you might be the person who brings the conversation back to practical or factual matters. By nature, you now and then delve into interesting concepts and talk about thought-provoking topics. Maybe a spirited conversation with specific colleagues or classmates adds a little gusto to your life. If people feel compelled to explain why something cannot be done, perhaps you offer reasons why certain plans are neither outlandish nor impossible.

QUESTIONS

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.

Command

SHARED THEME DESCRIPTION

People who are especially talented in the Command theme have presence. They can take control of a situation and make decisions.

YOUR PERSONALIZED STRENGTHS INSIGHTS

What makes you stand out?

Chances are good that you may feel comfortable surrounded by possibility thinkers. You might voice concerns about some of the ideas they propose for the future. Perhaps you keep asking questions or even argue until they clarify what they plan to accomplish in the coming months, years, or decades. Driven by your talents, you now and then can influence your friends to be productive. How? Perhaps you point out the talents, skills, and/or knowledge each one possesses. Maybe you can convince them they have the abilities needed to solve problems, implement changes, or launch initiatives. You might prevent people from losing confidence in themselves. Because of your strengths, you may toughen up or fortify certain individuals by telling them how much you value their contributions, talents, knowledge, or skills. Instinctively, you may influence some of your friends to make things happen quickly. Sometimes you create enthusiasm in others by championing a particular project, rule, process, activity, or idea. By nature, you might tackle assignments with enthusiasm and speed. Perhaps your “Let’s just do it right now!” attitude causes your friends to pitch in and work alongside you. Some of them may share your desire to capture topmost honors or first-place titles.

QUESTIONS

1. As you read your personalized strengths insights, what words, phrases, or lines stand out to you?
2. Out of all the talents in this insight, what would you like for others to see most in you?

Depending on the order of your themes and how you responded to the assessment, some of your themes may share identical insight statements. If this occurs, the lower ranked theme will not display insight statements to avoid duplication on your report.

Questions

1. How does this information help you better understand your unique talents?
2. How can you use this understanding to add value to your role?
3. How can you apply this knowledge to add value to your team, workgroup, department, or division?
4. How will this understanding help you add value to your organization?
5. What will you do differently tomorrow as a result of this report?

Section II: Application

Restorative

IDEAS FOR ACTION:

Seek roles in which you are paid to solve problems or in which your success depends on your ability to restore and resolve. You might particularly enjoy roles in medicine, consulting, computer programming, or customer service.

Don't be afraid to let others know that you enjoy fixing problems. It comes naturally to you, but many people shy away from problems. You can help.

Give yourself a break. Your Restorative talents might lead you to be overly self-critical. Try to redirect this either toward things about yourself that can be fixed, such as knowledge or skill deficits, or toward external, tangible problems.

Let other people solve their own problems. You might want to rush in and solve things for them, but by doing that, you might hinder their learning. Watch out for this, particularly if you are in a manager, coach, teacher, or parent role.

Turnaround situations activate your natural forté. Use your Restorative talents to devise a plan of attack to revitalize a flagging project, organization, business, or team.

Leverage your Restorative talents not only to tackle existing problems, but also to anticipate and prevent problems before they occur. Share your foresight and your solutions with others, and you will prove yourself a valuable partner.

Study your chosen subject closely to become adept at identifying what causes certain problems to recur. This sort of expertise will lead you to the solution that much faster.

Think about ways you can improve your skills and knowledge. Identify any gaps you have and the courses you can take to fill them.

Constant improvement is one of your hallmarks. Seek opportunities to enhance your abilities through a demanding field, activity, or endeavor that requires exceptional skill and/or knowledge.

Use your Restorative talents to think of ways to “problem proof” your work. Identify existing and potential issues, and design systems or processes to prevent errors in the future.

QUESTIONS

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.

2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Ideation

IDEAS FOR ACTION:

Seek a career in which you will be given credit for and paid for your ideas, such as marketing, advertising, journalism, design, or new product development.

You are likely to get bored quickly, so make some small changes in your work or home life. Experiment. Play mental games with yourself. All of these will help keep you stimulated.

Finish your thoughts and ideas before communicating them. Lacking your Ideation talents, others might not be able to “join the dots” of an interesting but incomplete idea and thus might dismiss it.

Not all your ideas will be equally practical or serviceable. Learn to edit your ideas, or find a trusted friend or colleague who can “proof” your ideas and identify potential pitfalls.

Understand the fuel for your Ideation talents: When do you get your best ideas? When you’re talking with people? When you’re reading? When you’re simply listening or observing? Take note of the circumstances that seem to produce your best ideas, and recreate them.

Schedule time to read, because the ideas and experiences of others can become your raw material for new ideas. Schedule time to think, because thinking energizes you.

You are a natural fit with research and development; you appreciate the mindset of visionaries and dreamers. Spend time with imaginative peers, and sit in on their brainstorming sessions.

Partner with someone with strong Analytical talents. This person will question you and challenge you, therefore strengthening your ideas.

Sometimes you lose others’ interest because they cannot follow your abstract and conceptual thinking style. Make your ideas more concrete by drawing pictures, using analogies or metaphors, or simply explaining your concepts step by step.

Feed your Ideation talents by gathering knowledge. Study fields and industries different from your own. Apply ideas from outside, and link disparate ideas to generate new ones.

QUESTIONS

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.
2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Competition

IDEAS FOR ACTION:

Select work environments in which you can measure your achievements. You might not be able to discover how good you can be without competing.

List the performance scores that help you know where you stand every day. What scores should you pay attention to?

Identify a high-achieving person against whom you can measure your own achievement. If there is more than one, list all the people with whom you currently compete. Without measurement, how will you know if you won?

Try to turn ordinary tasks into competitive games. You will get more done this way.

When you win, take the time to investigate why you won. You can learn a great deal more from a victory than from a loss.

Let people know that being competitive does not equate with putting others down. Explain that you derive satisfaction from pitting yourself against good, strong competitors and winning.

Develop a “balanced metric” — a measurement system that will monitor all aspects of your performance. Even if you are competing against your own previous numbers, this measurement will help you give proper attention to all aspects of your performance.

When competing with others, create development opportunities by choosing to compare yourself to someone who is slightly above your current level of expertise. Your competition will push you to refine your skills and knowledge to exceed those of that person. Look one or two levels above you for a role model who will push you to improve.

Take the time to celebrate your wins. In your world, there is no victory without celebration.

Design some mental strategies that can help you deal with a loss. Armed with these strategies, you will be able to move on to the next challenge much more quickly.

QUESTIONS

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.
2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Self-Assurance

IDEAS FOR ACTION:

Look for start-up situations for which no rulebook exists. You will be at your best when you are asked to make many decisions.

Seek roles in which you convince people to see your point of view. Your Self-Assurance talents (especially when combined with Command or Activator talents) can be extremely persuasive. Leadership, sales, legal, or entrepreneurial roles might suit you.

Let your self-confidence show. It can be contagious and will help the people around you grow.

Realize that sometimes you will find it hard to put your certainty or intuition into words, possibly leading others to see you as self-righteous. Explain that your confidence does not mean that they should withhold their opinions. It might not seem like it to them, but you do want to hear their ideas. Your conviction doesn't mean that you are unwilling to listen to them.

Your independent streak can leave you standing alone. If this happens, make sure you are out in front, or partner with someone who can help others see how they can benefit from following you.

Partner with someone with strong Strategic, Deliberative, or Futuristic talents. This person can help you assess the goals to which you commit. You need this help because once you set your sights on a goal, you are likely to stay with it until you achieve it.

Your exceptionally hard work and long hours are natural products of the passion and confidence you feel about your work. Don't assume that others are similarly wired.

You can be decisive, even when things get dynamic and distracting. When there is chaos around you, intentionally display and share the calm and certainty within you. This will give others comfort and security.

Set ambitious goals. Don't hesitate to reach for what others see as impractical and impossible, but what you see as merely bold and exciting — and most importantly — achievable with some heroics and a little luck. Your Self-Assurance talents can lead to achievements that you may not have otherwise even imagined.

You don't have a great need for direction and support from others. This could make you particularly

effective in situations that require independent thinking and action. Recognize and actively contribute the value of your Self-Assurance talents when confidence and self-control are crucial.

QUESTIONS

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.
2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Command

IDEAS FOR ACTION:

Your Command talents might compel you to wrestle for the reins of power because you love being in the driver's seat. But remember that even when you are not formally in charge, your presence can be an unseen yet powerfully felt force.

Step up and break bottlenecks. Others count on your natural decisiveness to get things moving. When you remove roadblocks, you often create new momentum and success that would not have existed without you.

Consider taking the lead on a committee. You have definite ideas about what you would like to see happen, and you can naturally influence a group to follow you. You might be comfortable spearheading new initiatives.

Seek roles in which you will be asked to persuade others. Consider whether selling would be a good career for you.

Find a cause you believe in and support it. You might discover yourself at your best when defending a cause in the face of resistance.

You will always be ready to confront. Practice the words, the tone, and the techniques that will turn your ability to confront into real persuasiveness.

In your relationships, seize opportunities to speak plainly and directly about sensitive subjects. Your unwillingness to hide from the truth can become a source of strength and constancy for your colleagues and friends. Strive to become known as a candid person.

Ask people for their opinions. Sometimes your candor will be intimidating, causing others to tread

lightly for fear of your reaction. Watch for this. If necessary, explain that you are upfront simply because it feels uncomfortable to keep things bottled up, not because you want to frighten other people into silence.

Partner with someone with strong Woo or Empathy talents. Some obstacles do not need to be confronted; they can be circumvented. This person can help you avoid obstacles through relationships.

Your “take charge” attitude steadies and reassures others in times of crisis. When faced with a particularly trying challenge, use your Command talents to assuage others’ fears and convince them you have things under control.

QUESTIONS

1. Which of these action items speak to you? Highlight the actions that you are most likely to take.
2. How will you commit to taking action? Write your own personalized action item that you will take in the next 30 days.

Section III: Achievement

Look for signs of achievement as you read these real quotes from people who share your top five themes.

RESTORATIVE SOUNDS LIKE THIS:

Nigel L., software designer: “I have these vivid memories of my childhood woodworking bench with hammers and nails and wood. I used to love fixing things and putting things together and making everything just so. And now with computer programs, it’s the same thing. You write the program, and if it doesn’t work, you have to go back and redo it and fix it until it works.”

Jan K., internist: “This theme plays in my life in so many ways. For example, my first love was surgery. I love trauma, love being in the OR, love sewing. I just love fixing things in the OR. Then again, some of my best moments have been sitting at the bedside of a dying patient, just talking together. It is incredibly rewarding to watch someone make the transition from anger to acceptance about grief, to tie up loose ends with family members, and to pass with dignity. And then with my kids, this theme fires every day. When I see my three-year-old buttoning her sweater for the first time and she buttons it crooked, I feel this powerful urge to walk up and rebutton the sweater. I have to resist, of course, because she has to learn, but, boy, it’s really hard.”

Marie T., television producer: “Producing a morning TV program is a fundamentally clumsy process. If I didn’t like solving problems, this job would drive me up the wall. Every day, something serious goes wrong, and I have to find the problem, fix it, and move on to the next one. If I can do that well, I feel rejuvenated. On the other hand, if I go home and a problem remains unsolved, then I feel the opposite. I feel defeated.”

IDEATION SOUNDS LIKE THIS:

Mark B., writer: “My mind works by finding connections between things. When I was hunting down the Mona Lisa in the Louvre museum, I turned a corner and was blinded by the flashing of a thousand cameras snapping the tiny picture. For some reason, I stored that visual image away. Then I noticed a ‘No Flash Photography’ sign, and I stored that away too. I thought it was odd because I remembered reading that flash photography can harm paintings. Then about six months later, I read that the Mona Lisa has been stolen at least twice in this century. And suddenly I put it all together. The only explanation for all these facts is that the real Mona Lisa is not on display in the Louvre. The real Mona Lisa has been stolen, and the museum, afraid to admit their carelessness, has installed a fake. I don’t know if it’s true, of course, but what a great story.”

Andrea H., interior designer: “I have the kind of mind where everything has to fit together or I start to

feel very odd. For me, every piece of furniture represents an idea. It serves a discrete function both independently and in concert with every other piece. The ‘idea’ of each piece is so powerful in my mind, it must be obeyed. If I am sitting in a room where the chairs are somehow not fulfilling their discrete function — they’re the wrong kind of chairs or they’re facing the wrong way or they’re pushed up too close to the coffee table — I find myself getting physically uncomfortable and mentally distracted. Later, I won’t be able to get it out of my mind. I’ll find myself awake at 3:00 a.m., and I walk through the person’s house in my mind’s eye, rearranging the furniture and repainting the walls. This started happening when I was very young, say seven years old.”

COMPETITION SOUNDS LIKE THIS:

Mark L., sales executive: “I’ve played sports my entire life, and I don’t just play to have fun — let me put it that way. I like to engage in sports I am going to win and not ones I am going to lose, because if I lose, I am outwardly gracious but inwardly infuriated.”

Harry D., general manager: “I’m not a big sailor, but I love the America’s Cup. Both boats are supposed to be exactly the same, and both crews have top-notch athletes. But you always get a winner. One of them had some secret up their sleeves that tipped the balance and enabled them to win more often than lose. And that’s what I am looking for — that secret, that tiny edge.”

Sumner Redstone, chairman of Viacom (now known as CBS Corporation), on his efforts to acquire that company: “I relished every minute of it because Viacom was a company worth fighting for and I enjoyed a contest. If you get involved in a major competitive struggle, and the stress that inevitably comes with it, you’d better derive some real sense of satisfaction and enjoyment from the ultimate victory. Wrestling control of a company like Viacom was warfare. I believe the real lesson it taught me was that it is not about money, it’s about the will to win.”

SELF-ASSURANCE SOUNDS LIKE THIS:

James K., salesman: “I never second-guess myself. Whether I am buying a birthday present or a house, when I make my decision, it feels to me as if I had no choice. There was only one decision to make, and I made it. It’s easy for me to sleep at night. My gut is final, loud, and very persuasive.”

Pam D., public service executive: “I was raised on a remote farm in Idaho, and I attended a small rural school. One day, I returned home from school and announced to my mother that I was changing schools. Earlier in the day, my teacher had explained that our school had too many kids and that three kids would have to move to a different school. I thought about it for a moment, liked the idea of meeting new people, and decided I would be one of them — even though it meant getting up half an hour earlier and traveling farther on the bus. I was five years old.”

Deborah C., ER nurse: “If we have a death in the ER, people call on me to deal with the family

because of my confidence. Just yesterday, we had a problem with a young psychotic girl who was screaming that the devil was inside her. The other nurses were afraid, but I knew what to do. I went in and said, 'Kate, come on, lie back. Let's say the Baruch. It's a Jewish prayer. It goes like this: Baruch Atah Adonai, Eloheinu Melech Haolam.' She responded, 'Say it slowly so that I can say it back to you.' I did, and then she said it back to me slowly. She wasn't Jewish, but this calm came over her. She dropped back against her pillow and said, 'Thank you. That's all I needed.'"

COMMAND SOUNDS LIKE THIS:

Malcolm M., hospitality manager: "One reason I affect people is that I am so candid. Actually, people say that I intimidate them at first. After I work with them a year, we talk about that sometimes. They say, 'Boy, Malcolm, when I started working here, I was scared to death.' When I ask why, they say, 'I've never worked with anyone who just said it. Whatever it was, whatever needed to be said, you just said it.'"

Rick P., retail executive: "We have a wellness program whereby if you consume less than four alcoholic beverages a week, you get twenty-five dollars; if you don't smoke, you get twenty-five dollars a month. So one day I got word that one of my store managers was smoking again. This was not good. He was smoking in the store, setting a bad example for the employees, and claiming his twenty-five dollars. I just can't keep stuff like that inside. It wasn't comfortable, but I confronted him with it immediately and clearly: 'Stop doing that, or you are fired.' He's basically a good guy, but you can't let things like that slide."

Diane N., hospice worker: "I don't think of myself as assertive, but I do take charge. When you walk into a room with a dying person and his family, you have to take charge. They want you to take charge. They are a bit in shock, a bit frightened, a bit in denial. Basically, they're confused. They need someone to tell them what is going to happen next, what they can expect — that it's not going to be fun but that in some important ways, it will be all right. They don't want mousy and soft. They want clarity and honesty. I provide it."

QUESTIONS

1. Talk to friends or coworkers to hear how they have used their talents to achieve.
2. How will you use your talents to achieve?